



FY2013 Performance and Accountability Report

**Montgomery County
Department of Correction and Rehabilitation**





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DOCR Alignment to County Priority Objectives

DOCR Alignment to County Priority Objectives

- A Responsive and Accountable Government
- Affordable Housing in an Inclusive Community
- An Effective Transportation Network
- Children Prepared to Live and Learn
- Healthy and Sustainable Communities
- **Safe Streets and Secure Neighborhoods**
- A Strong and Vibrant Economy
- Vital Living for All of Our Residents

DOCR Headline Performance Dashboard

<u>Headline Performance Measure</u>	<u>FY12 Results</u>	<u>FY13 Results</u>	<u>Performance Change</u>
Zero tolerance security incidents - Number of inappropriate releases of inmates	7	0	
Percent of inmate bed needs met, percent of inmates receiving a bed assignment before overcrowding measures need to be taken	100%	100%	
Accreditation standards from the Maryland Commission on Correctional Standards and the Correctional Education Association - Percent of standards met	98%	100%	
Security incidents - Number of escapes from the Pre-Release Center, a community located, minimum security program	7	3	
Security incidents - Number of escapes returned to the Pre-Release Center, a community located, minimum security program	7	3	
Zero tolerance security incidents - Number of inmate suicides	0	0	
Zero tolerance security incidents - Number of jail escapes	0	0	
Zero tolerance security incidents - Number of substantiated sexual misconduct or Prison Rape Elimination Act (PREA) incidents	0	0	
Self-growth and development programs - Percent of inmates at the Montgomery County Correctional Facility participating in programs	78%	80%	
Self-growth and development programs - Percent of inmates at the Pre-Release Center participating in programs	100%	100%	



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DOCR At A Glance	
What DOCR Does and for Whom	How Much / How Many
<p><u>DOCR Mission Statement</u></p> <p>To protect and serve the residents of Montgomery County by providing progressive, constitutional and comprehensive security, rehabilitative and reentry services through core program elements of county jail/detention operations, pretrial services and community/reentry programs.</p>	<p>Total Operating Budget: \$65,181,902 Total Work Years (WYs): 515</p> <p>Average Daily Inmate Population: MCDC: 99 MCCF: 656 PRRS: 142 PTS (Average Daily Caseload): 512</p>
<p><u>Detention Services - Detention Center</u> <u>MCDC</u></p> <ul style="list-style-type: none">• Conducts all law enforcement processing of adults arrested and booked in Montgomery County• Conducts security, records, mental health, medical and gang evaluation screening• Reviews all detainees for other cases throughout the United States• Ensures the safety and health of all persons admitted to jail	<p>Detention Services (MCDC & MCCF) Budget: \$51,822,576 Total Full Time Employees (FTE): 401</p> <p>Average Daily Inmate Population MCDC: 99</p>
<p><u>Detention Services - Correctional Facility</u> <u>MCCF</u></p> <ul style="list-style-type: none">• Provides full range of correctional security, health, program and reentry services to full custody population• Serves both pretrial detainees (awaiting case disposition) and convicted offenders serving county jail sentences• Provides inmate classification, and reentry services including education (ABE,GED), workforce development, mental health, substance abuse, volunteer and related programs• Community linkages with many local agencies, Montgomery College, social services agencies, reentry services providers, and law enforcement departments	<p>Average Daily Inmate Population MCCF: 656</p>



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DOCR At A Glance (Cont.)

What DOCR Does and for Whom

DOCR-Pretrial Services (PTS)

PTS assesses all newly arrested and booked defendants for the possibility of pretrial release with a strong focus on community safety and appearance in court

- Supervises arrested persons designated by the Courts in the community who are awaiting disposition of their cases
- Conducts diversion programs in concert with the Courts and State's Attorney for designated offenders (substance abuse, alcohol and related matters). Supervises community service work covering projects throughout the County

How Much / How Many

Budget: \$5,167,297

Total Full Time Employees (FTE): 42.5

Pre-Trial Supervision -Average Daily Caseload: 512

Pre-Trial Diversion Programs (ACS & IPSA)
Average Daily Caseloads:

- Alternative Community Services, 1,183
- Intervention Program for Substance Abusers, 424

DOCR – PreRelease and Reentry Services

- PRRS provides community based residential and non-residential alternatives to jail-based/secure confinement
- Strong focus on reentry – treatment, education, work/tax generating, family involvement and community linkages – skills focused on release
- Monitoring for substance abuse, alcohol, domestic violence and separation issues in the community
- Program development/planning for all offenders returning to the community

Budget: \$7,141,020

Total Full Time Employees (FTE): 64.3

Average Daily Inmate Population PRRS: 152

DOCR – Office of the Director

Conducts agency oversight and accountability:

- Direct services to DOCR for budget, contracts, purchasing, human resources, information technology, finance and purchasing, all cash management regarding detainees, and internal investigations
- Public information and media services for DOCR

Budget: \$1,051,119

Total Full Time Employees (FTE): 4*

(As reflected in Oracle subject to necessary adjustment in FY14)

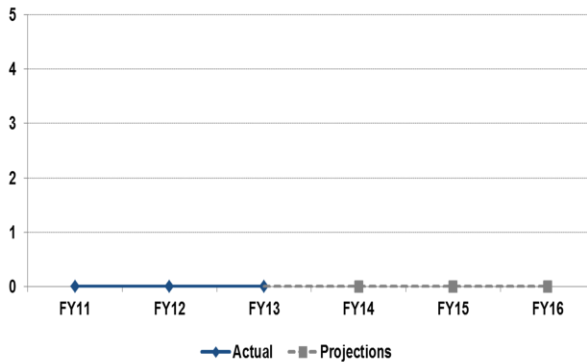


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Headline Performance Measure 1: Zero tolerance: number of jail escapes

Performance Trends



	FY11	FY12	FY13	FY14	FY15	FY16
Actual	0	0	0	-	-	-
Projections	0	0	0	0	0	0

Factors Contributing to Current Performance

- Continues as the highest priority of all jail operations
- Staff every security post, every shift, every day – no exceptions at any time
- Halt jail operations to conduct counts
- Unrelenting attention to all security standards, all DOCR Policies and Procedures and irrevocable attention to Maryland and American Correctional Association security guidelines
- Immediate response to any perimeter security deficiencies or issues of concern

Factors Restricting Performance Improvement

- Budgetary limitations on maintenance restrict some preventative maintenance operations. Building and perimeter security systems demand constant attention to gain the most in security supervision and restrict escape potential
- Detention electronics fall into the same category as maintenance operations; budget availability for replacement parts and key elements of system redesign push security operations to the maximum – the opening of all cell locks (April 2013) focuses attention on maintenance

Performance Improvement Plan

- Continue strong collaboration with Department of General Services to immediately report any security-focused maintenance deficiencies that could link to an escape potential – including perimeter security fences, all external access points, any building imperfections that provide access to the outside of the building, and all detention electronics that signal any system failures that warrant immediate action and attention. DOCR will continue to present maintenance needs as a function of the total security operation – implement software improvements to locking devices
- Security operations – policy and procedures are the backbone of escape prevention: emphasis on all Maryland State Correctional Standards and American Correctional Association. Local Detention Standards seek 100% compliance with all best practices and mandated security guidelines
- Aggressive staff training in all areas of inmate management and security procedures to maintain the highest level of awareness
- Security review of all prisoners being taken to outside hospitals and medical appointments by the Sheriff – detailed security assessment

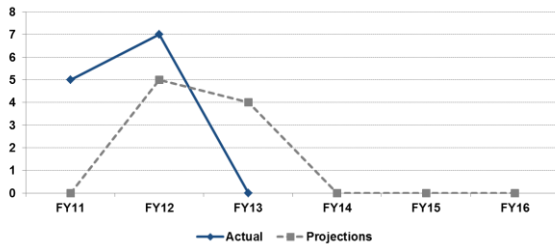


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Headline Performance Measure 2: Zero tolerance – number of inappropriate releases of inmates (sentence and case calculations)/followed by their apprehension

Performance Trends



	FY11	FY12	FY13	FY14	FY15	FY16
Actual	5/5	7/7	0	-	-	-
Projections	0	5	4	0	0	0

Factors Contributing to Current Performance

- Serious attention by Records staff to reviewing all cases for release
- Records Manager worked many extra hours to personally calculate and check release dates given insufficient records office staff for diminution credit calculations and review
- Extra hours worked by the two Records supervisors to review and calculate release credits and court orders, in light of insufficient staff for this purpose.

Factors Restricting Performance Improvement

- Human error will always enter any records calculation process – this is one of the most complex processes and errors will happen even at zero tolerance
- County budget currently does not accommodate staff additions to this critically important sentence calculations and case data review process – much needed
- A new electronic operating system - CRIMS (Correctional Records Information and Management System) - is in development, but will not be operational for 18-24 months

Performance Improvement Plan

- Supervisory and management oversight, accountability reviews and line staff mentoring, and assistance to upgrade skill levels in sentence calculations; diminution credit application and case review of any and all cases presented for imposition, alteration, removal or revision by judicial officers or other relevant authorities
- Work on budget development for FY15 to seek a full-time targeted Records Office veteran position to work exclusively on all sentence and case closure calculations, determinations, and processing to avoid any errors resulting in early or late prisoner departure
- Continued development of the next phases of CRIMS (Correctional Records Information and Management Systems) for electronic sentence calculations and case management capability

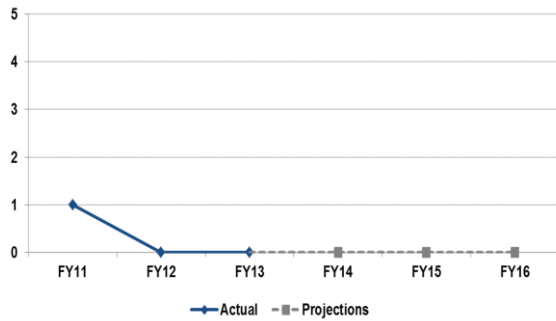


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Headline Performance Measure 3: Zero tolerance: Inmate suicides

Performance Trends



	FY11	FY12	FY13	FY14	FY15	FY16
Actual	1	0	0			
Projections			0	0	0	0

Factors Contributing to Current Performance

- Over 20% of all prisoners admitted to jail suffer from some form of serious and/or persistent mental illness
- The mentally ill prisoner population continues to grow in Montgomery County as community-based programs received diminished funding and community options are restricted given budget and economic challenges
- Correctional Officers assigned to booking/intake and our HHS partners CATS (Clinical Assessment and Transition Services) identify scores of high suicide risk prisoners and save lives on a regular basis

Factors Restricting Performance Improvement

- The sheer volume of serious and persistently mentally ill prisoners will generate some near-successful efforts and some actual suicides in virtually any correctional environment
- No matter how effective case intervention and crisis intervention might be, some situations or behaviors will be missed regardless of attention to detail and professional intervention
- Community-based services will not be sufficient to diminish jail bookings of those with both criminal justice and mental health challenges

Performance Improvement Plan

- DOCR in concert with CATS (Clinical Assessment and Transition Services) will strive to engage every possible incoming prisoner with any characteristics suggesting serious mental illness and potential suicidal thoughts or actions
- DOCR Correctional Officers will continue to complete the CIT (Crisis Intervention Training) with Police Officers to expand our potential to understand and identify those with serious mental illness and suicidal potential
- DOCR and HHS will increase advocacy in support of community mental health programs and treatment services to diminish jail admissions of the primarily mentally ill

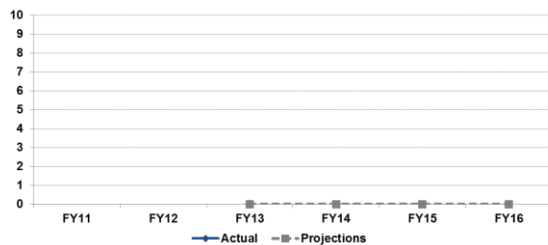


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Headline Performance Measure 4: Zero tolerance: Number of substantiated sexual misconduct or Prison Rape Elimination Act (PREA) incidents*

Performance Trends



	FY11	FY12	FY13	FY14 Proj	FY15 Proj	FY16 Proj
Staff-Inmate Substantiated Incidents (Unsubstantiated/Unfounded)	-	-	0 (0/2)	0	0	0
Inmate-Inmate Substantiated Incidents (Unsubstantiated/Unfounded)	-	-	0 (0/7)	0	0	0

*Unsubstantiated: Evidence was insufficient to make a final determination that the event occurred
Unfounded: The event was determined not to have occurred
Substantiated: The event was investigated and determined to have occurred

Factors Contributing to Current Performance

- The Prison Rape Elimination Act established zero-tolerance standards for any form of sexual engagement, pressure, abuse, intervention or activity between inmates and between staff members
- PREA established an entirely new area of mandatory national standards created in 2003 legislation and applicable to every jail in America by the end of 2013

Factors Restricting Performance Improvement

- Correctional institutions are human organizations and no matter how much training, public focus, or jail-based efforts are applied, some individuals (prisoners or staff members) will fail to maintain appropriate behavior
- The counterpoint is that intensive staff training and follow-up investigations will limit PREA incidents covering both sides of this challenge for supervision and human behavior -loss of investigative position
- DOCR fills every security position, on every shift, every day to provide strict accountability for inmate and staff compliance with PREA

Performance Improvement Plan

- Staff training will be provided without exception to every newly hired/probationary employee and every current staff member within DOCR, our HHS and DGS colleagues working within DOCR, and all volunteers, contractors and any other persons conducting any extended business within DOCR facilities and programs
- Every DOCR operating division (Detention Services, Pre-Release and Pretrial Services) will have fully operational policy, procedures, and work requirements in place covering PREA standards by the conclusion of the fiscal year
- Full coordination with all national PREA focus agencies and organizations
- DOCR will seek a full-time internal affairs investigative in the FY15 Budget Submission for PREA

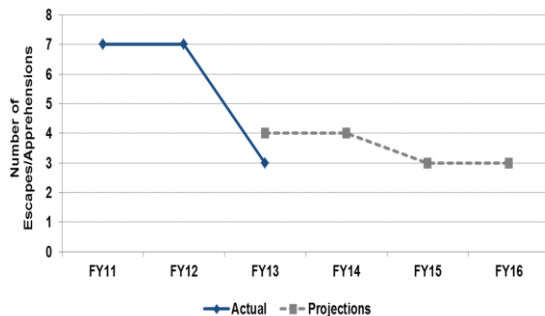


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Headline Performance Measures 5 & 6: Security incidents – number of escapes from the community based Pre-Release Center - minimum-security program/apprehensions

Performance Trends



	FY11	FY12	FY13	FY14	FY15	FY16
Actual	7/7	7/7	3/3			
Projections			4/4	4/4	3/3	3/3

Factors Contributing to Current Performance

- Over 600 convicted offenders go to PRRS every year - a facility with no traditional security perimeter - located within the Rockville community
- Program residents are on work-release all over this region and escape could involve not returning after work, taking public transit out of the area, or any other opportunity to avoid returning to the facility- solid screening, staff accountability checks and good luck assists
- Escapes are very few given the central location due to tight screening and superior accountability by PRRS staff in the community and in the program facility

Factors Restricting Performance Improvement

- Given human behavior, it is very hard to imagine there would never be an attempted escape when some residents take a bus or walk to/from work
- Well over 50% have documented records of substance abuse and any drug use might result in escape
- Escapes can follow family and community disruptions, and offenders have direct family contact that does not exist in jail; Offender in the PRRS Program develop and maintain personal relationships that can cause a crisis that may result in an escape

Performance Improvement Plan

- Continue to refine screening criteria and evaluations to better generate quality referrals and transfers to the program while recognizing that every participant is a convicted criminal
- Strict attention and adherence to drug and alcohol testing, work site evaluations, family communications and collaborations, facility guidelines and rules to limit escapes
- Report every inmate absence whether or not an escape to Police agencies, Sheriff's Fugitive and Warrant Unit, family/friends and employers to limit escape potential and make a re-arrest as quickly as possible (i.e. total transparency)
- Testify in every court case to demonstrate transparency and commitment to minimal occurrences

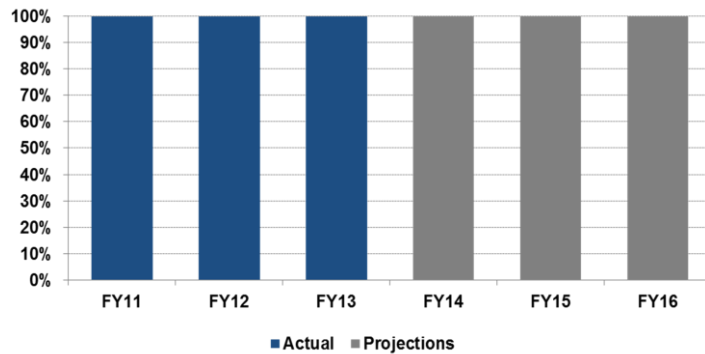


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Headline Performance Measure 7: Inmate bed needs met – percent of inmates receiving a bed before overcrowding occurs

Performance Trends



	FY11	FY12	FY13	FY14	FY15	FY16
Actual	100%	100%	100%			
Projections			100%	100%	100%	100%

Factors Contributing to Current Performance

- Pretrial Services and Pre-Release Services safely moderate jail detention bed utilization regardless of crime rate and length of stay
- Montgomery County and the entire Criminal Justice system believe in a public safety focus, pretrial release/supervision, community service programs, community-based reentry efforts, and other options that moderate the size of jail-based detention capacity
- Public safety dominates all decision criteria

Factors Restricting Performance Improvement

- Crime patterns, arrest practices, prosecution strategies, and judicial sentencing outcomes could surpass any reasonable population management efforts
- If diversion and community reentry programs did not have a track record of real safety for victims, the public, and business, political pressure would mount to abolish diversion and alternative to jail-based incarcerations
- Any program reduction would impact bed space utilization

Performance Improvement Plan

- Pretrial assessment criteria are due for a five-year review to examine outcomes and areas that might need improvement or expansion in making judicial recommendations
- Domestic violence case management requires rigid attention to accountability and standards implementations – victims and constitutional rights of offenders need equal attention to focus on public safety
- Caseloads within every pre-trial program element (Assessment, Diversion and Supervision) require careful review to ensure the number of cases per case manager do not exceed public safety standards
- Public safety will be the defining variable at every core program decision point
- Continue to seek a skilled analyst for ongoing population analysis and review

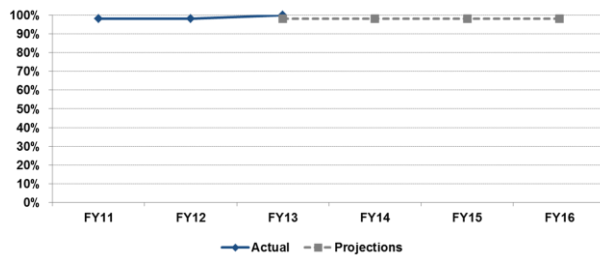


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Headline Performance Measure 8: Accreditation Standards met from the Maryland Commission on Correctional Standards, National Commission on Correctional Health Care, American Correctional Association and Correctional Education Association

Performance Trends



	FY11	FY12	FY13	FY14	FY15	FY16
Actual	98%	98%	100%			
Projections			98%	100%	100%	98%

Factors Contributing to Current Performance

- Mandatory Maryland Correctional Standards and voluntary ACA and NCCHC Standards guide correctional operations to best practices, diminish liability, and promote safer environments and wellbeing of staff and inmates/residences
- Meeting voluntary standards remains a significant core element; they cover every single component of quality corrections at the County level; it is policy to except no deviations from standard requirements
- 30 years of past practice with standards, will not be altered

Factors Restricting Performance Improvement

- The tradition of aligning core operations with best practice standards must be continuously explained, advocated, and supported by the County Executive, Council and the community to sustain this complex process
- Gaining State and National accreditation demands the highest level of agency commitment and partnerships
- New staff must be trained to the letter of standards
- Reinforcement must occur for all existing staff on meeting core standards

Performance Improvement Plan

- National and State standards that guide best practice and the safest Correctional operation must be integrated into daily work plans - not emphasized only periodically
- The prison Rape Elimination Act (PREA) Standards that become fully effective in late 2013 will be fully integrated into department operations during the current fiscal year
- No deviation will be tolerated, condoned, or accepted as normal process in any DOCR facility or program; determination and engagement of best practice standards will continuously expand and be practiced within DOCR
- DOCR will support advocacy efforts to encourage other correctional organizations to accept best practice standards as a means of working at the highest level and safest level of performance

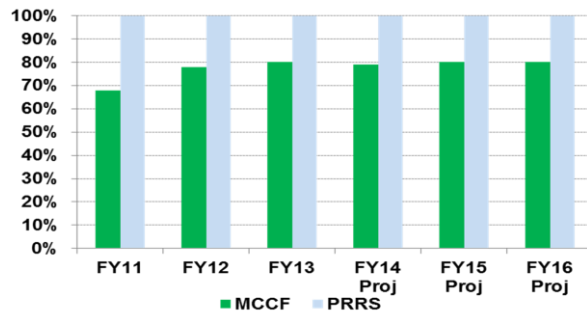


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Headline Performance Measure 9 & 10: Self growth and development programs - Percent of inmates at the Montgomery County Correctional Facility (MCCF) and the Pre-Release Center (PRRS) participating in programs

Performance Trends



		FY11	FY12	FY13	FY14	FY15	FY16
Actual	MCCF	68%	78%	80%			
	PRRS	100%	100%	100%			
Projections	MCCF			68%	79%	80%	80%
	PRRS			100%	100%	100%	100%

Factors Contributing to Current Performance

- Evidence-based practice in Corrections documents that offender-related programs (e.g. education, workforce development, faith-based, self-growth and development, cognitive learning, and broad-based cultural, art and volunteer efforts) generate significantly safer correctional environments by providing meaningful and structured activities to keep offenders occupied and focused on diminished violence and moderated gang involvement

Factors Restricting Performance Improvement

- Mandatory budget reductions imposed on all departments in a diminished economy caused DOCR to reduce its adult literacy program hours providing a smaller number of inmates in detention with regular educational involvement
- Some programs such as professional adult literacy and electronic/digital learning require paid instructors and cannot be sustained in a purely volunteer environment

Performance Improvement Plan

- DOCR will expand collaboration with Montgomery College as a key resource in seeking support for growth in adult literacy and digital learning that is a central element in reentry success; every effort will be sought to fill the gaps from budget reductions because only so many elements of merit can be supported in the current county budget climate
- Grants will be sought through the Second Chance Act, Department of Labor, Department of Education and the Governor's Office of Crime Prevention (GOCCP) to support gaps in program funding that clearly impact safety outcomes and offender self-growth and development potential and the programs that contribute to jail safety



Responsive and Sustainable Leadership:

Responsive and Sustainable Leadership has been the cornerstone of the County Executive's vision for Montgomery County government. To advance this vision, we have identified the following overarching goals for all County departments:

1) Effective and Productive Use of the Workforce/Resources:

Department actively works to effectively and productively use its workforce/resources, including, but not limited to, better management of overtime, implementation of productivity improvements, reduction of ongoing costs, and efficient use of other resources.

a) 8% increase in average overtime hours used by all full-time, non-seasonal employees.
(Source: CountyStat)*

b) 1.8 percentage point increase in average Net Annual Work hours for all full-time, non-seasonal employees. (Source: CountyStat)*

**Values are based on the employee's HR Organization and not assigned Cost Center(s)*

- The CountyStat review over the last four years of public safety overtime is as exemplary of improved controls as any element of government practice that this agency has ever observed. This intensive methodology needs to continue regarding employee work hours and all elements that drive work attendance, work productivity, and return to work.
- Securing a Background Investigation Unit within DOCR, has stimulated improved hiring practices.



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2) **Internal Controls and Risk Management:**

Department actively assesses its internal control strengths, weaknesses, and risks regarding compliance with laws, regulations policies and stewardship over County assets. Department reviews and implements Internal Audit recommendations in a systematic and timely manner, and proactively manages risk pertaining to improving workplace safety, decreasing work-related injuries, and reducing County exposure to litigation.

a) XX% of Audit report recommendations were fully implemented since issuance of the audit report. N/A – no audits completed within the last 12 months. (Source: Internal Audit)

b) 15% increase in work-related injuries (109 in FY12 to 125 in FY13) (Risk Management)

- Reduced litigation – correctional operations. Litigation in the corrections field on a macro – national level is significant and an omnipresent challenge. Litigation continues to be very minor – almost none regarding correctional operations because of use of three major controlling methodologies and sets of practices. They include the American Correctional Association Standards for Adult Local Detention Facilities, the National Commission on Correctional Health Care Standards and the Maryland Commission on Correctional Standards. ACA and NCCHC are voluntary in nature, but we accept them in Montgomery County as mandatory because they cover best practices over every single area of correctional security operations, program operations, physical plant standards and correctional health care. We will never know how much litigation has been avoided because it has never been filed, given our good practices and the likelihood that success would not be forthcoming in matters often referred to Courts (Federal and State) in other jurisdictions. There have been no class action suits, no Section 1983 civil rights actions or even health care litigation in the last year. This is exceptional and it is based on integrating best practices and nationally accepted standards as core components of daily operations within DOCR.
- Inmate cash management/ special attention is warranted for the Finance Section of DOCR. Cash accounting is always a problem for street-focused shop floor high intake government agencies. County jails, such as Montgomery County, with 16,000 bookings annually, clearly create huge challenges for any and all policies and procedures focusing on cash intake accounting and disbursement. In the FY13 report, in the future, new technologies will be in place. This year we speak about superior traditional auditing practices and cash handling procedures that have been implemented. Our relationship with banks when forged check revisions have arrived on the scene are excellent and few and far between. New debit cards are removing us from checks and newly arriving arrestee feed any funds into an automatic banking machine, taking all cash out of the booking process. Technology improvements have been enormous and will continue.

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- A negative has been the absence of formal external audit, which prior to the County financial downturn happened regularly every 2-3 years. We have asked for audits of all cash related operations such as inmate accounts, but funding has not been present. This must be noted in a transparent system and it is something needed for the future regardless of the quality and tenacity of our unit's own operational focus. Thanks to Larry Dyckman, Manager, Office of Internal Audit, (Office of the County Executive) a formal external audit will be conducted in the late Fall, 2013.
- DOCR utilized comprehensive internal management tools through meeting all of the standards of the following:
 - American Correctional Association;
 - National Commission on Correctional Health Care;
 - Maryland Commission on Correctional Standards;
 - Correctional Education Association

The Maryland Commission standards are mandatory until Maryland COMAR legal statute. The others are all voluntary and bring the highest operating standards of the profession of corrections to our daily work. Few county facilities in the entire country create this level of internal control for national level audit teams conduct these reviews covering every element of correctional operations. The rigor of standards that are accepted as mandatory by DOCR create an entire template of internal control for standards are part of the core operating design of the agency. They are not sought for a framed award in the lobbies of our residential facilities but far more importantly as internal audit requirements that we impose upon ourselves.

- Sexual misconduct in correctional settings – the Prison Rape Elimination Act is new mandatory Federal Legislation. DOCR early on saw its value and served as a national test site as standards were developed. DOCR has swiftly moved ahead on internal implementation.



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3) Succession Planning:

Department actively plans for changes in its workforce, in order to maintain continuity of services, develop staff capabilities, maintain and/or transfer knowledge, and enhance performance.

a) List all the key positions/functions in your department that require succession planning (Source: Department Survey)

PRRS: Division Chief; Reentry Services Manager; Fiscal Services Manager; Dietary Supervisor; Reentry Assessment Specialists; Resident Supervisors; Work Release Coordinators; Case managers

Directors Office: Director; Budget & Procurement Manager; Contracts Administrator; Budget Administrator; Admin Spec II – HR; HR Sect Background Investigator; Sr. Financial Specialist; Accountant/Auditor III; Information Tech Manager III; Information Tech Specialists; Budget Manager

Pre-Trial Services: Managers I, II, III (Pre-Trial); Correctional Specialist V (PTS)

Detention Services: Manager I, II, III (Detention); Program Manager I; Food Service Manager; Correctional Dietary Supervisor; Nurse Manager; Nurse Practitioner; Supervisory Therapist; Correctional Specialist III; Therapist II; Program Manager II; Administrative Specialist II; Social Worker III; Correctional Specialist IV, V; Administrative Specialist III ;Deputy Chief of Security and Facility; Deputy Chief of Programs and Services; Reentry Services Manager;

b) 52% of those identified key position/functions have developed and implemented long-term succession planning (27 out of 52 identified positions). (Source: Department)

- DOCR has been able to test its succession planning in the real world over the past 40 months. It was tested by actual performance given numerous retirements as a function of significant budget reductions cross-cutting all County agencies. DOCR believes it did not miss a beat when filling numerous senior manager positions in Pretrial Services, Prerelease and Reentry Services and Detention Services. So what is the process? We are a chain of command focused organization. Our work is largely transparent and staff at many levels is able to learn through observation, “Acting” assignments and designations and study. As a matter of succession, movement up the security ranks is observed on a daily basis and staff knows exactly what skills are needed and will be tested in promotional situations. No personalities are involved.
- The same applies in Pretrial Services, Prerelease, and Reentry Services. In each instance staff learn from observation of the work in progress in an ongoing and repetitive situation. Less senior staff know precisely what is coming and largely how it is done for positions moving up the chain of command.
- Director written briefings keep staff informed of major agency activity, which helps drive an understanding of different levels of management. Frankly we share very openly with our staff, whether it is at roll calls (365 days per year), bulletins or training on correctional issues and agency operations. The Department carefully monitors required staff participation in identified County priority classes such as reducing workplace violence which has significant implications for managing and accepting leadership responsibility in the future.
- Support for college and university level education remains a priority within DOCR. Employees have been supported and encouraged to complete programs for AA, BS and Ph.D. degrees, which is certainly part of management succession planning. Due to the behavior of a small number of County employees who took some ill-founded courses, we are no longer able to fund work related training at the present time. This behavior crosscut several public safety departments and set the County back in encouraging advanced education. We hope the program is restored as soon as possible.



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4) **Mandatory Employee Training:**

Department systematically monitors and actively enforces employees' mandatory and/or required trainings.

100% of employees have fulfilled mandatory County/State/Federal training requirements (Source: Department)

- DOCR is very fortunate because the State of Maryland has mandatory, irrevocable training requirements implemented on a yearly basis for all uniformed correctional staff and other DOCR employees by job title. We must, by COMAR regulation, conduct 18 hours of graded training in order for our staff to remain in good standing with the State of Maryland. We must submit yearly training accomplishments and they are cross referenced by the State for every employee to ensure we meet COMAR regulation. If there is any discrepancy, they leap upon us like a hawk, as they should, to ensure perfect compliance.
- DOCR has accepted a means of doing business that focuses on best practice national standards from the American correctional Association, National Commission on Correctional health Care and the Correctional Education Association. These are voluntary in nature, but DOCR accepts them as mandatory and irrevocable to maintain the quality of our operations. Each accreditation process carries further training requirements. For example – ACA Accreditation that covers both jails and the Pre-Release Center require 40 hours of documented training and that standard is met every year. This is not a “maybe” or “we try to do it”, but a mandatory operating principle to ensure that DOCR staff is regularly trained in basic operation and in new areas of program and security development.
- An enormous new area of focus impacting every correctional facility in the United States is the Prison Rape Elimination Act (PREA). This Federally mandated area of practice seeks zero tolerance for any sexually focused contact between inmates or between inmates and staff members. The standards become operational in the Fall of 2013, and DOCR has been conducting PREA training well ahead of formally initiation across the country to ensure our staff are ready and are following best practices.
- DOCR is using cost effective training opportunities to include roll call training that already exist every shift every day to diminish overtime generating classes when people are removed from their regular work shift. Training never stops and we must continue to seek new methods of providing it to every staff member in DOCR. We thank our police colleagues for permitting DOCR Correctional Officers to attend Crisis Intervention Training (CIT) focused on serious mental illness and emergency situations. This is an excellent collaboration between police and DOCR and the staff who works in our Central Processing Unit, which receive all new arrestees – over 15,000 per year and many with serious mental health difficulties.
- The DOCR Training Manager receives regular updates from OHR and other sources on mandatory training participation such as Violence in the Workplace or Interviewing and Selecting Employees. All training is documented and any staff that have not completed their requirements are contacted through their Division Chief to ensure department wide compliance.
- A third key focus is OSHA and MOSHA relating most generally to health related issues and safety considerations. We follow strictly training guidelines for subject such as blood borne pathogens, how to report accidents and responding to various health care or environmental situations. It is part of our mandatory inspections by the Maryland Commission on Correctional Standards, American Correctional Association, and the National Commission on Correctional Health Care.



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5) **Workforce Diversity and MFD Procurement:**

Department actively participates in the recruitment of a diverse workforce and enforcement of MFD procurement requirements.

Department actively participates in the recruitment of a diverse workforce and enforcement of MFD procurement requirements.

*MFD Procurement: refer to or attach summary yearly report prepared by DGS
(Source: Department Provides and CountyStat Validates) ([Link](#) to report)*

Total \$ Subject to MFD: \$3,101,750

MFD Utilization: \$15,676

% of MFD Utilization: 0.51%

% of Total MFD \$: 0.01%

- DOCR remains totally committed to diversity recruitment, which has been a cornerstone of our HR practice for well over the last decade. Significant bilingual staffing continues to be part of the agency. On the characteristic of race, over 50% of the staff is African American covering every rank and position from entry level through Deputy Warden. Our recruiting practices draw a very diverse applicant pool and that is reflected in our yearly diversity data collected and maintained by EEO/OHR.
- The loss of 52 positions and vastly reduced county hiring as a function of revenue and budget has limited new hires. That relates to hiring in general, but when we consider diversity, the data shows we continue to attract a very diverse population of staff members (EEO/OHR).



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6) Innovations:

Department actively seeks out and tests innovative new approaches, processes and technologies in a quantifiable, lean, entrepreneurial manner to improve performance and productivity.

Total number of innovative ideas/project currently in pipeline for your department, including the ones initiated in coordination with the Montgomery County Innovation Program.

(Source: Department)

Expected (or achieved) return on investment for each of those innovative ideas/projects, quantified in terms of at least one of the following measures: increased effectiveness/efficiency, cost savings/avoidance, increased transparency/accountability, or increased customer satisfaction.

(Source: Department)

- Custody and Security Staff Deployment (CSSD) Reporting System– this methodology for tracking overtime utilization received a NACo award and has been instrumental in driving down DOCR overtime. As CountyStat has noted, overtime reflects mandatory post assignments and virtually no emergencies. Overtime is focused on basic pay grade positions and DOCR Managers never work overtime to fill basic security positions. This was a priority of the CAO and is strongly reflected in DOCR practice. CSSD allows every security shift commander to report in after every shift to identify every hour of OT utilization and to ensure it is properly applied. The methodology was picked up by Fire Rescue, for it has broader application than just DOCR. On a partially negative note, DOCR has never been funded for Telestaff (a scheduling and tracking software system), which would further improve staff resource utilization and which is currently utilized by Police and Fire Rescue.
- Correction and Rehabilitation Information Management System (CRIMS) - the CRIMS solution, consisting of 40,320 cross-data reference points, will maximize the operational effectiveness of all Divisions of DOCR.
- The CRIMS solution will provide specific technology improvements for all jail management functions (i.e., Booking, Housing and Records, Pretrial Services, Prerelease and Re-Entry Services, Food Services, Medical, Mental Health, Accounting, Biometrics and Photo ID), allowing for a safer, better informed, and more productive correctional staff.
- The following elements have been implemented:
 - Implementation of the Central Processing Unit (CPU) Booking Solution to replace the soon-to-be obsolete State provided Arrest Booking System (ABS)
 - Implementation of the Arrest Management Solution for all law enforcement jurisdictions performing arrests within Montgomery County
 - Implementation of Electronic Processing Board to display real-time booking process of arrestees in CPU
 - Biometric Identification of all arrestees and defendants
 - Many other elements of CRIMS are in the process of development and implementation



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7) **Collaborations and Partnerships:**

Department actively participates in collaborations and partnerships with other departments to improve results beyond the scope of its own performance measures. Please only list accomplishments that had positive results for other department(s) as well.

- **Criminal Justice Behavioral Health Steering Committee** - The Steering Committee was established in 2000 to further develop a system that will positively impact the incarceration of the mentally ill as well as larger coordination issues between County and community in the areas of both mental health and substance abuse.
- **Montgomery County Correctional Facility Re-entry Coordinated Case Management Work Group** - Many sentenced offenders are not eligible to move from the jail to the community-based Prerelease Center for community corrections re-entry planning. This ineligibility reflects their criminal history, record of dangerousness or existing warrants, detainers, or other legal holds. MCCF has established a new re-entry program involving serious collaboration with numerous stakeholders – County and community -- to review an offender departing within 90 days (not eligible for PRRS) to cover needs, linkages, and re-entry planning. Significant collaborative planning was necessary, as this concept is largely new in county corrections in this country.
- **Pretrial and Jail Population Management Work Group** - Due to efforts of DOCR and others, the CJCC membership and process were significantly altered and improved two years ago. Recently, under the new organization, a Jail Population Management Work Group was established to look at and develop action options regarding jail population levels.
- **Gang Task Force** - Direct support is provided to law enforcement and HHS program efforts regarding participants in gang activities and efforts to refocus that behavior while in jail and in preparation for return to the community through community-based linkages.
- **Governor's Task Force on Offender Reentry** – Governor Martin O'Malley and the Maryland General Assembly created by statute an Offender Reentry Task Force in FY12. PRRS Chief Stefan LoBuglio was appointed by the Governor to the Task Force. The Task Force includes government, faith community, community-based not-for-profit organizations, Members of the Legislature and other stakeholder groups.
- **American Correctional Association and Others – International Visitors** – Montgomery County DOCR has always attracted colleagues from throughout the nation who visit all three major elements of our local correctional system (Detention Services, Pretrial Services and Prerelease and Reentry Services). This year the additional dimension of hosted international visit took place from the Republic of China, Saudi Arabia and Singapore. Such visits will continue as requested by the Department of Justice, Department of State, American Correctional Association and other agencies. We have been told routinely that selected DOCR for visits does not relate to convenience or sojourns to the nation's capital. We have been told directly it relates to the quality of the work performed by DOCR staff and our linkages to an array of other stakeholder groups inside government and in the community.



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8) Environmental Stewardship:

Department actively makes appropriate changes to workplace operations, workflow, employee behavior, equipment use, and public interactions to increase energy-efficiency, reduce its environmental footprint, and implement other environmentally responsible practices.

a) 11.0% increase in print and mail expenditures (Source: CountyStat)

b) 25% increase in paper purchases (measured in total sheets of paper) (Source: CountyStat)

c) List your accomplishments and/or expected results (Source: Department)

- Increased use of paper and print toner due in large part to preparation for several operations audits. The audit process remains paper driven however DOCR is actively encouraging the acceptance of electronic documents for the audit processes. The Department continues to convert standard reports and communications to an electronic format whenever possible.
- DOCR continues to Work with DGS to improve facility energy efficiency including a plan to install new solar hot water heaters at PRRS in the future.
- Established Pre Trial Services satellite offices in Rockville and Silver Spring saving thousands of defendant trips to the main office, and instituted compressed work schedules for employees eliminating over 360 commutes annually.